Photo of the Week: The crowd shouted 'Hosanna!' as Jesus, portrayed here by Jaime Pombo, made his way through the marketplace on a donkey, the traditional mount of Israel's kings, in the second scene of the Easter Passion Play. This year’s Easter Passion Play welcomed over 8,000 visitors to campus and involved over 900 volunteers. (Apr. 7)

View All Week In Pictures »
Wednesday, April 11
2012 Town Hall Meetings
Free Electronics Recycling
2012 Town Hall Meetings
Andrews University Summit
Andrews University Summit

Online Edition: www.andrews.edu/agenda/

Campus Announcements

- Circus of the Son: Annual Gymnics Home Show
- 3 on 3 Basketball Tournament to Benefit Polly's Place
- Revive Vespers
- Andrews University Summit on Social Consciousness: Lessons from Rwanda
- Andrews Alum Gary Hamel to Give Lecture at Howard Center
- 2012 BEST Early Research Symposium
- AICER Panel: Navigating Post-Colonial Pathways
- Pizza Night & Jewish Circle Dancing
- OnePlace Vespers
- Women Only: Abuse in Relationships
- Free Electronics Recycling Event: Wednesday, April 11
- Bean Auction
- Books Needed for SAIL
- BFA Senior Exhibition: Victor Mills
- Take a Brief Survey and Support Student Research!
- Lunch & Learn: “Beans, beans the magical fruit”
Pioneer Spring Runoff: 5K Run/Walk

Save the Date: Health & Fitness Symposium 2012

Campus News

Introducing AU Alert: An Emergency Notification System

Community Announcements

Sacred Concert

Celebrating Life in Recovery

TubaCOR Concert

Michiana Adventist Forum Meeting

Reserve Your Summer Garden Plots

The Andrews Agenda is sent twice a week to the Andrews University community from the Office of Integrated Marketing & Communication

Contact Us
Phone: 269-471-3322
Email: agenda@andrews.edu
Web: www.andrews.edu/agenda/
Address: Integrated Marketing & Communication
Andrews University
Berrien Springs, MI 49104-1000
# Upcoming Events

## SEPTEMBER 5

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>6pm</td>
<td>Ongoing Fitness Events at PMC</td>
<td>Pioneer Memorial Church</td>
</tr>
</tbody>
</table>

## APRIL 10

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:30am</td>
<td>Global Leadership Choices</td>
<td>Student Life</td>
</tr>
<tr>
<td>11:30am-12:30pm</td>
<td>Premed/Predent Forum</td>
<td>College of Arts &amp; Sciences</td>
</tr>
<tr>
<td>1:30pm-3:30pm</td>
<td>The CareerShack</td>
<td>Student Success</td>
</tr>
<tr>
<td>6pm</td>
<td>BFA Senior Exhibition: Victor Mills</td>
<td>CAS</td>
</tr>
</tbody>
</table>

## APRIL 11

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>9am-10:30am</td>
<td>2012 Town Hall Meetings</td>
<td>Human Resources</td>
</tr>
<tr>
<td>(noon)-1:30pm</td>
<td>2012 Town Hall Meetings</td>
<td>Human Resources</td>
</tr>
<tr>
<td>3pm-7pm</td>
<td>Free Electronics Recycling Event</td>
<td>Human Resources</td>
</tr>
<tr>
<td>3:30pm-5pm</td>
<td>2012 Town Hall Meetings</td>
<td>Human Resources</td>
</tr>
<tr>
<td>7pm-5:30pm</td>
<td>Andrews University Summit</td>
<td>School of Graduate Studies &amp; Research</td>
</tr>
<tr>
<td>7pm</td>
<td>AU Summit Prayer Meeting</td>
<td>School of Graduate Studies &amp; Research</td>
</tr>
</tbody>
</table>

## APRIL 12

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:30am</td>
<td>University Awards Forum</td>
<td>Student Life</td>
</tr>
<tr>
<td>7pm</td>
<td>AU Summit Film Screening</td>
<td>School of Graduate Studies &amp; Research</td>
</tr>
<tr>
<td>7:30pm-8pm</td>
<td>The Way Co-Ed Worship</td>
<td>Campus Ministries</td>
</tr>
</tbody>
</table>

## APRIL 13

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:30pm</td>
<td>Spring Honors Thesis Symposium</td>
<td>CAS</td>
</tr>
<tr>
<td>2pm</td>
<td>AU Summit Women's Event</td>
<td>School of Graduate Studies &amp; Research</td>
</tr>
<tr>
<td>2pm</td>
<td>Women Only: Abuse in Relationships</td>
<td>Seminary</td>
</tr>
<tr>
<td>6pm</td>
<td>AU Summit Opening Night</td>
<td>School of Graduate Studies &amp; Research</td>
</tr>
<tr>
<td>6:30pm</td>
<td>OnePlace Vespers</td>
<td>Student Life</td>
</tr>
<tr>
<td>7:30pm-9pm</td>
<td>Let Me Be Ordinary</td>
<td>Campus Ministries</td>
</tr>
<tr>
<td>7:45pm-10:30pm</td>
<td>the Final Fusion</td>
<td>Campus Ministries</td>
</tr>
</tbody>
</table>

## APRIL 14

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:30am</td>
<td>AU Summit Interview</td>
<td>School of Graduate Studies &amp; Research</td>
</tr>
<tr>
<td>11am</td>
<td>AU Summit Keynote Address</td>
<td>School of Graduate Studies &amp; Research</td>
</tr>
<tr>
<td>11:30am-1:15pm</td>
<td>New Life - Stewardship</td>
<td>Campus Ministries</td>
</tr>
<tr>
<td>2:45pm-6:30pm</td>
<td>Benton Harbor Outreach</td>
<td>Campus Ministries</td>
</tr>
<tr>
<td>3pm</td>
<td>AU Summit Breakout Session 1</td>
<td>School of Graduate Studies &amp; Research</td>
</tr>
<tr>
<td>4pm</td>
<td>AU Summit Breakout Session 2</td>
<td>School of Graduate Studies &amp; Research</td>
</tr>
<tr>
<td>5pm-6pm</td>
<td>Revive Sacred Concert</td>
<td>Campus Ministries</td>
</tr>
<tr>
<td>5:30pm</td>
<td>AU Summit Concert &amp; Closing Message</td>
<td>School of Graduate Studies &amp; Research</td>
</tr>
<tr>
<td>8pm</td>
<td>Symphony Orchestra Spring Concert</td>
<td>Howard Performing Arts Center</td>
</tr>
<tr>
<td>9pm</td>
<td>Gymnics Spring Home Show</td>
<td>CAS</td>
</tr>
<tr>
<td>9pm-11pm</td>
<td>3 on 3 Basketball Tournament</td>
<td>CAS</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Event</td>
</tr>
<tr>
<td>----------</td>
<td>----------</td>
<td>---------------------------------------------------------</td>
</tr>
<tr>
<td>APRIL 15</td>
<td>4pm</td>
<td>EPP Volunteer Thank You Celebration</td>
</tr>
<tr>
<td></td>
<td>7pm</td>
<td>Canadian Brass at HPAC</td>
</tr>
<tr>
<td></td>
<td>7pm</td>
<td>Gymnics Spring Home Show</td>
</tr>
<tr>
<td>APRIL 17</td>
<td>8am</td>
<td>Last day to withdraw from classes</td>
</tr>
<tr>
<td></td>
<td>9am-5pm</td>
<td>LLU Pre-Med Consults with Dr. Nyirady</td>
</tr>
<tr>
<td></td>
<td>11:30am</td>
<td>Spiritual Growth Choices</td>
</tr>
<tr>
<td></td>
<td>5:30pm-6:30pm</td>
<td>Loma Linda Medical School Presentation</td>
</tr>
<tr>
<td>APRIL 18</td>
<td>12:30pm</td>
<td>Lunch &amp; Learn</td>
</tr>
<tr>
<td></td>
<td>4pm</td>
<td>General Staff Meeting</td>
</tr>
<tr>
<td>APRIL 19</td>
<td>11:30am-12:20pm</td>
<td>Chapel - Dany Hernandez</td>
</tr>
<tr>
<td></td>
<td>6:30pm</td>
<td>AICER Panel Presentation</td>
</tr>
<tr>
<td></td>
<td>7pm</td>
<td>Lakeland Conference Fine Arts Festival</td>
</tr>
<tr>
<td></td>
<td>7:30pm-8pm</td>
<td>The Way Co-Ed Worship</td>
</tr>
<tr>
<td>APRIL 20</td>
<td>6:30pm</td>
<td>OnePlace Vespers</td>
</tr>
<tr>
<td></td>
<td>7pm-9pm</td>
<td>Pre-Professional Friday Night Vespers</td>
</tr>
<tr>
<td>APRIL 21</td>
<td>11:30am-1:15pm</td>
<td>New Life - Stewardship</td>
</tr>
<tr>
<td></td>
<td>2:45pm-6:30pm</td>
<td>Benton Harbor Outreach</td>
</tr>
<tr>
<td>APRIL 22</td>
<td>7:30am</td>
<td>Pioneer Spring Run-Off 5K Run/Walk</td>
</tr>
<tr>
<td></td>
<td>9am</td>
<td>PMC 5K Run/Walk</td>
</tr>
<tr>
<td></td>
<td>4pm</td>
<td>Wind Symphony Spring Concert</td>
</tr>
<tr>
<td>APRIL 23</td>
<td>6:30pm</td>
<td>AICER: Drs. Matthews &amp; Gabriel</td>
</tr>
<tr>
<td>APRIL 26</td>
<td>1:30pm-3:30pm</td>
<td>The CareerShack</td>
</tr>
<tr>
<td></td>
<td>7:30pm-8pm</td>
<td>The Way Co-Ed Worship</td>
</tr>
<tr>
<td>APRIL 27</td>
<td>6pm</td>
<td>Topics in Opera</td>
</tr>
<tr>
<td>APRIL 28</td>
<td>11:30am-1:15pm</td>
<td>New Life - Final Sabbath</td>
</tr>
<tr>
<td></td>
<td>2:45pm-6:30pm</td>
<td>Benton Harbor Outreach</td>
</tr>
<tr>
<td>MAY 3</td>
<td>7:30pm</td>
<td>Graduation Rehearsal</td>
</tr>
<tr>
<td>MAY 4</td>
<td>5pm</td>
<td>Teacher Dedication</td>
</tr>
</tbody>
</table>
Today's Menu - Apr 08/Apr 14
Circus of the Son: Annual Gymnics Home Show

Saturday, April 14, 9 p.m.,
Sunday, April 15, 5 p.m.

Ticket Prices: Adult-$7 Student-$5 Children under 10-Free
Tickets can be purchase Locations
AU Pool ~ FTES Department ~ At The Door

Contact: Coach Lighthall
lighthal@andrews.edu
269-921-5731

Category: Campus Announcements

Attachments
homeshow_poster_2.pdf
3 on 3 Basketball Tournament to Benefit Polly's Place
Saturday, April 14
9 p.m., Basketball courts by Meier Hall

To help combat domestic violence locally, Andrews University students, in association with Public Relations Student Society of America, (PRSSA), will be hosting a 3-on-3 Basketball Tournament on Saturday, April 14, to help raise funds for Polly's Place Home and Healing Center. The tournament will take place at the basketball courts located behind Andrews University's Meier Hall. It begins at 9 p.m. All proceeds benefit Polly's Place.

Polly’s Place, located in Niles, Mich., was established in 1997 to provide consultation, financial support, education, resources, evaluation and research in domestic violence as well as family violence. In this Christian environment, support is provided through programs that focus on healing, recovery and renewal for families that are in crisis.

Sheila Ritchey, an employee of Polly’s Place, says, “Polly’s Place is very important for the community because it provides a unique approach to the problem of abuse against women and children, by actually addressing the problems and complications of abuse. We offer an end to abuse through Godly counsel.” For those wishing to participate in the tournament, there is a $5 fee per player on each team. The public is invited to attend free of charge, however, donations are welcome. To sign up for the tournament, contact jmegan@andrews.edu.

The Public Relations Student Society of America (PRSSA) is a professional organization designed to give students practical experience and resources in the field of public relations. PRSSA is focused on advancing the profession by catering to the students through its 300 chapters throughout the United States.

Revive Vespers
Friday, April 13
7:30 p.m., Science Complex, Biology Amphitheater

Join us for the last Revive Vespers of the Semester.
Speaker: Tom Albrecht, President of "This Generation Ministry".  
Message Title: “Please Let Me Be Ordinary”
Worship Credit Available
Live streaming at www.reviveonline.org
Andrews University Summit on Social Consciousness: Lessons from Rwanda
April 11–14, 2012
Andrews University

The Andrews University Summit on Social Consciousness will be held on April 11–14, 2012. The theme for this year's Summit is "Lessons from Rwanda," pointing to the lessons that can be learned from the 1994 Rwandan genocide against Tutsis. The keynote speaker is Carl Wilkens, Co-Founder of World Outside My Shoes. Mr. Wilkens was also a former director of ADRA Rwanda, and he was the only American to choose to stay in Rwanda during the genocide. Other speakers include Heather-Dawn Small, David Sedlacek, Leonard Gashugi, Martin Hanna, Christon Arthur, Ann Gibson, and others.

The sponsors for this event are the Graduate Student Association, Seminary Student Forum, and the School of Graduate Studies.

Schedule:

- **Wednesday, Apr. 11**
  - 7 p.m. @ PMC: Prayer Meeting, featuring testimonies from genocide survivors

- **Thursday, Apr. 12**
  - 7 p.m. @ Newbold Auditorium, Buller Hall: Film Screening of Sometimes in April, followed by Q&A

- **Friday, Apr. 13**
  - 2 p.m. @ Seminary Chapel: SSM-Sponsored Women's Event with Heather-Dawn Small
  - 6 p.m. @ Seminary Chapel: Opening Night with Carl Wilkens

- **Saturday, Apr. 14**
  - 9:30 a.m. @ HPAC: Interview with Carl and Teresa Wilkens
  - 11 a.m. @ HPAC: Keynote Address by Carl Wilkens
  - 3 p.m. @ Seminary Chapel: Breakout Session 1
  - 4 p.m. @ Seminary Chapel: Breakout Session 2
  - 5:30 p.m. @ Seminary Chapel: Concert and Closing Message from Carl Wilkens

Contact: Daniel Xisto  
Danielxisto@gmail.com  
Category: Campus Announcements

Andrews Alum Gary Hamel to Give Lecture at Howard Center
Friday, April 13
8:30–11:30 a.m., Howard Performing Arts Center

On Friday, April 13, 8:30-11:30 a.m., Andrews University faculty and staff will have the opportunity to hear from renowned business leader and Andrews alum, Gary Hamel. This event, to be held in the Howard Performing Arts Center, is a leadership development opportunity organized by Lakeland Healthcare, Whirlpool Corporation and Andrews University.
All are invited to the 2012 BEST Early Research Symposium scheduled for Friday, Apr. 27 at 12:30 p.m. It will convene in A-107 Chemistry Lecture Hall, Halenz Hall in the Department of Chemistry & Biochemistry. The symposium will showcase Berrien RESA's Berrien County Mathematics & Science Center (BCMSc) Grade 12 students as they formally present research, engage in discussions about their experience, and demonstrate college-level lab techniques.

For more information about the BEST Early Research Program and the Symposium, please contact Dr. Desmond Murray at 269-757-1641 or murrayd@andrews.edu. Please RSVP your attendance by contacting Breanna Bell at brena.bell@berrienresa.org.
AICER Panel: Navigating Post-Colonial Pathways

Thursday, Apr. 19
6:30 p.m., Bell Hall Room 013

Andrews International Center for Educational Research (AICER) is holding a panel presentation on Thursday, Apr. 19 at 6:30 p.m. in Bell Hall Room 013. This presentation, entitled “Navigating Post-Colonial Pathways within Diverse Cultural Contexts of Teaching and Learning,” will be comprised of autobiographical narratives from a cross-cultural selection of participants: Samuel Adamou (Cameroon), Dr. Andrea Baldwin (Jamaica), Dr. Larry Burton (USA), Josephine Katenga (Malawi), Dr. Faith-Ann McGarrell (Guyana), Pretoria Gittens-St.Juste (Guyana). Each participant will provide an overview of colonialism and post-colonialism from a literal to a theoretical perspective within the context of education, economics, religion, politics, language and environment. The theoretical perspectives shared will reveal each author’s struggles with and journeys through post-colonial landscapes.

Contact: Josephine Katenga katenga@andrews.edu

Pizza Night & Jewish Circle Dancing

Wednesday, Apr. 11
7 p.m., Burman Hall Activity Center

All students, faculty and stuff are invited to a night of pizza and Jewish circle dancing on Wednesday, Apr. 11 at 7 p.m. in the Activity Center located in the basement of Burman Hall. It will be a good way to exercise and have fun!

Contact: hopkinsstudio@gmail.com

OnePlace Vespers

Fridays, Apr. 13 & 20
6:30 p.m., Buller Hall Study Lounge

OnePlace will host a Jesus Revolution series vespers exploring "What is the Gospel?" on Fridays, Apr. 13 & 20
at 6:30 p.m. in the Buller Hall Study Lounge. Bring a friend who is new to Christianity, or if you are wondering about what is the essence of Christianity. Co-curricular credit will be available. Contact Filip Milosavljevic for more information at filipm@andrews.edu.

Contact: Filip Milosavljevic  filmilos@gmail.com  Category: Campus Announcements

Women Only: Abuse in Relationships

Friday, Apr. 13
2 p.m., Seminary Chapel

The Seminary Support in Ministry (SSM) are inviting all women to "Abuse in Relationships" on Friday, Apr. 13 at 2 p.m. in the Seminary Chapel. Heather-Dawn Small will share Important tips and skills that all women should know about. Find out how to detect whether you're in an abusive relationship or whether someone you know is suffering from abuse.

Attachments

abuse_poster.pdf

Contact: Aquarius Jones  jonesaquarius@gmail.com  Category: Campus Announcements

Free Electronics Recycling Event: Wednesday, April 11

Wednesday, April 11
3-7 p.m., Transportation Building, north side of Andrews University campus
Bean Auction

Sunday, April 15
11:45 a.m., Smith Hall Art Gallery

Cleaning out your closet? Trying to fit everything into your car for the trip home?

Instead of throwing all of your unwanted items (clothing, electronics, books, appliances, etc.) in the
dumpster, bring them down to the Bean Auction!

For every item you bring you will be given a number of beans with which you can bid on items that other
people brought!

A great way to get rid of your old junk and get something back!

$2 cash fee for participation

Hosted by AU Pre-Veterinary Club

For more information email mesiar@andrews.edu. See you there!
**BEAN AUCTION**

SUNDAY, APRIL 15th
11:45 am  SMITH HALL
ART GALLERY
Hosted by Andrews University Pre-Veterinary Club

CLEANING OUT YOUR CLOSET? TRYING TO FIT EVERYTHING INTO YOUR CAR FOR THE TRIP HOME?
Instead of throwing all of your unwanted items (clothing, electronics, books, appliances, etc.) in the dumpster, bring them down to the **BEAN AUCTION**!

For every item you bring, you will be given a number of beans with which you can bid on items that other people brought! A great way to get rid of your old junk and get something back!

$2 CASH FEE FOR PARTICIPATION

---

**Books Needed for SAIL**

Looking to get rid of your old textbooks? Spring-cleaning the bookshelves in your home or office? Services to Adventist International Libraries (SAIL) is looking for donations of books to send to Adventist colleges overseas to help build up their libraries. Let your superfluous materials help educate your fellow students around the world. Call Nancy at 269-471-3164, or simply bring your donations to the SAIL office located in the James White Library.

**Contact:** Nancy Sheppler
nriemann@andrews.edu

---

**BFA Senior Exhibition: Victor Mills**

Tuesday, Apr. 10
6 p.m., Art & Design Gallery

Victor Mills will exhibit his Senior Gallery in fulfillment of his Bachelor of Fine Arts degree. It will be on Tuesday, Apr. 10 from 6–8 p.m. at the Art & Design Gallery in Smith Hall. Co-curricular credit will be available and refreshments will also be served.
Take a Brief Survey and Support Student Research!

Did you know?

- A report on child abuse is reported every 10 seconds!
- More than five children die every day due to child abuse and neglect!
- Six million children every year are affected by abuse.
- About 80% of survivors of child abuse meet the qualifications for at least one psychological disorder.*

Dr. Sedlacek and five Social Work research students are currently conducting a brief survey on childhood adverse experiences and their effects on survivors once they reach college-age.

In order to better understand this sensitive issue, an online survey has been developed. It will take approximately 10 minutes to complete. While there are some questions that may be sensitive in nature, all responses are 100% anonymous. You WILL NOT be identified by your responses.

Would you please take 5-10 minutes to complete the survey by clicking on the following link:

www.surveymonkey.com/s/ZNS79LZ
Tuesday, April 3, 2012

Lunch & Learn: "Beans, beans the magical fruit"
Wednesday, Apr. 18
12:30 p.m., Lincoln Room

On April 18, there will be a Lunch & Learn presentation entitled "Beans, beans the magical fruit" given by Executive Chef Linda Brinegar from 12:30–1:30 p.m. in the Lincoln Room of the Cafeteria.

Please RSVP by April 12. RSVP by emailing ahealthyu@andrews.edu or by calling 269-471-6086. For Andrews University faculty and staff only.

Contact: ahealthyu@andrews.edu

Pioneer Spring Runoff: 5K Run/Walk
Sunday, Apr. 22
9 a.m., Pioneer Memorial Church

On Sunday, Apr. 22 at 9 a.m, the health ministry team at PMC is hosting a 5K run/walk chip-timed event. This is a fundraiser for Harbor of Hope. You can participate by running, walking or volunteering! There will be t-shirts, gift certificates to the overall winners, awards for age category winners and lots of post-race food and refreshments. It is a fun event for the whole family.

Details:
- Registration and the start/finish line is at PMC
- Cost before April 15: $10
- Cost on or after April 15: $15
- FREE for Andrews University students and children 18 & younger
- T-shirts available at $5 for everyone
- The course: start/finish line in the PMC parking lot, and two loops around campus
- Race day registration starts at 7 a.m. and closes at 8:45 a.m.
- Register online

For more information, visit www.pmchurch.org/health, call 269-313-2550, or email health@pmchurch.org. If you cannot participate, please consider donating to this worthy cause. Many children in Benton Harbor, MI will be blessed by your generosity.
WHAT MATTERS NOW

How to Win in a World of Relentless Change, Ferocious Competition, and Unstoppable Innovation

GARY HAMEL

Ranked #1 most influential business thinker by the Wall Street Journal
WHAT MATTERS NOW
WHAT MATTERS NOW

HOW TO WIN IN A WORLD OF RELENTLESS CHANGE, FEROCIOUS COMPETITION, AND UNSTOPPABLE INNOVATION

Gary Hamel
CONTENTS

Preface ix

SECTION 1: Values Matter Now 1

1.1 Putting First Things First 3
1.2 Learning from the Crucible of Crisis 9
1.3 Rediscovering Farmer Values 25
1.4 Renouncing Capitalism’s Dangerous Conceits 29
1.5 Reclaiming the Noble 35

SECTION 2: Innovation Matters Now 39

2.1 Defending Innovation 41
2.2 Cataloging the World’s Greatest Innovators 45
2.3 Inspiring Great Design 55
2.4 Turning Innovation Duffers into Pros 61
2.5 Deconstructing Apple 73
## Contents

SECTION 3: Adaptability Matters Now  
3.1 Changing How We Change  85  
3.2 Becoming an Enemy of Entropy  91  
3.3 Diagnosing Decline  103  
3.4 Mourning Corporate Failure  111  
3.5 Future-Proofing Your Company  119

SECTION 4: Passion Matters Now  
4.1 Exposing Management’s Dirty Little Secret  137  
4.2 Putting Individuals Ahead of Institutions  145  
4.3 Building Communities of Passion  153  
4.4 Reversing the Ratchet of Control  163  
4.5 Reinventing Management for the Facebook Generation  171

SECTION 5: Ideology Matters Now  
5.1 Challenging the Ideology of Management  181  
5.2 Managing Without Hierarchy  193  
5.3 Escaping the Management Tax  207  
5.4 Inverting the Pyramid  233  
5.5 Aiming Higher  243

Appendix: The Half Moon Bay “Renegade Brigade”  259  
Notes  261  
Acknowledgments  267  
About the Author  269  
Index  271
To my brothers,
Dr. Loren Hamel and Dr. Lowell Hamel,
for reasons they know well.
This is not a book about one thing. It’s not a 288-page dissertation on leadership, teams, or motivation. Instead, it’s a multi-faceted agenda for building organizations that can win in a world of relentless change, ferocious competition, and unstoppable innovation.

This is not a book about doing better. It’s not a manual for people who want to tinker at the margins of their organization. Instead, it’s an impassioned plea to reinvent management as we know it—to rethink the fundamental assumptions we have about capitalism, institutions, and life at work.

This is not a book that fetes today’s winners. It’s not a celebration of companies that have been doing great so far. Instead, it’s a blueprint for creating organizations that are fit for the future and fit for human beings.

Obviously, there are lots of things that matter now, including social media, “big data,” emerging markets, virtual collaboration, risk management, open innovation, and sustainability. But in a world of fractured certainties and battered trust, some things matter more than others. While the challenges facing organizations are limitless, leadership
bandwidth isn’t. That’s why you have to be clear about what really matters now. So ask yourself: what are the fundamental, make-or-break challenges that will determine whether your organization thrives or dives in the years ahead? For me, five issues are paramount: values, innovation, adaptability, passion, and ideology. Here’s my logic for putting these topics front and center . . .

- **Values:** In a free market economy, there will always be excesses, but in recent years, rapacious bankers and unprincipled CEOs have seemed hell-bent on setting new records for egocentric irresponsibility. In a just world, they would be sued for slandering capitalism. Not surprisingly, large corporations are now among society’s least trusted institutions. As trust has waned, the regulatory burden on business has grown. Reversing these trends will require nothing less than a moral renaissance in business. The interests of stakeholders are not always aligned, but on one point they seem unanimous: values matter now more than ever.

- **Innovation:** In a densely connected global economy, successful products and strategies are quickly copied. Without relentless innovation, success is fleeting. Nevertheless, there’s not one company in a hundred that has made innovation everyone’s job, every day. In most organizations, innovation still happens “despite the system” rather than because of it. That’s a problem, because innovation is the only sustainable strategy for creating long-term value. After a decade of talking about innovation, it’s time to close the gap between rhetoric and reality. To do so, we’ll need to recalibrate priorities and retool mindsets. That won’t be easy, but we have no choice, since innovation matters now more than ever.

- **Adaptability:** As change accelerates, so must the pace of strategic renewal. Problem is, deep change is almost always crisis-driven; it’s tardy, traumatic and expensive. In most organizations, there are too many things that perpetuate the past and too few that encourage proactive change. The “party of the past” is usually more powerful than the “party of the future.” That’s why incumbents typically lose out to upstarts who are unencumbered by the past. In a world where industry leaders can
become laggards overnight, the only way to sustain success is to reinvent it. That’s why adaptability matters now more than ever.

• **Passion:** Innovation and the will to change are the products of passion. They are the fruits of a righteous discontent with the status quo. Sadly, the average workplace is a buzz killer. Petty rules, pedestrian goals, and pyramidal structures drain the emotional vitality out of work. Maybe that didn’t matter in the knowledge economy, but it matters enormously in the creative economy. Customers today expect the exceptional, but few organizations deliver it. The problem is not a lack of competence, but a lack of ardor. In business as in life, the difference between “insipid” and “inspired” is passion. With returns to mediocrity rapidly declining, passion matters now more than ever.

• **Ideology:** Why do our organizations seem less adaptable, less innovative, less spirited, and less noble than the people who work within them? What is it that makes them *inhuman*? The answer: a management ideology that deifies control. Whatever the rhetoric to the contrary, control is the principal preoccupation of most managers and management systems. While conformance (to budgets, performance targets, operating policies, and work rules) creates economic value, it creates less than it used to. What creates value today is the unexpectedly brilliant product, the wonderfully weird media campaign, and the entirely novel customer experience. Trouble is, in a regime where control reigns supreme, the unique gets hammered out. The choice is stark: we can resign ourselves to the fact that our organizations will never be more adaptable, innovative, or inspiring than they are right now, or we can search for an alternative to the creed of control. Better business processes and better business models are not enough—we need better business principles. That’s why ideology matters now more than ever.

These are big, thorny issues. To tackle them, we have to venture beyond the familiar precincts of “management-as-usual.” These issues are also nuanced and variegated. So rather than reduce them to a few, trivial heuristics (“get everyone in the boat rowing in the same
direction”), I’ve teed up a quintet of complementary perspectives on each of these crucial topics. If you’re following the math, that means twenty-five chapters. Don’t worry—they’re (mostly) short and modular. You don’t have to slog through all 288 pages. You can dip in and out as you like, depending on your interests. It’s not a seven-course banquet; it’s a tapas bar. Enjoy.
WHAT MATTERS NOW
SECTION 1

Values Matter Now
If you are a leader at any level in any organization, you are a steward—
of careers, capabilities, resources, the environment, and organizational
values. Unfortunately, not every manager is a wise steward. Some
behave like mercenaries—by mortgaging the future to inflate short-term
earnings, by putting career ahead of company, by exploiting vulnerable
employees, by preying on customer ignorance, or by manipulating
the political system in ways that reduce competition. What matters
now, more than ever, is that managers embrace the responsibilities of
stewardship.

To my mind, stewardship implies five things:

1. Fealty: A propensity to view the talents and treasure at one’s command
   as a trust rather than as the means for personal gain.
2. **Charity:** A willingness to put the interests of others ahead of one’s own.

3. **Prudence:** A commitment to safeguard the future even as one takes advantage of the present.

4. **Accountability:** A sense of responsibility for the systemic consequences of one’s actions.

5. **Equity:** A desire to ensure that rewards are distributed in a way that corresponds to contribution rather than power.

These virtues seem to have been particularly scarce in recent years, as we’ve careened from Enron’s devious accounting to the financial chicanery at Parmalat, from Shell’s overstated reserves to BP’s derelict safety standards, from Bernie Madoff’s epic scam to Hewlett-Packard’s spying scandal, from the predatory loan practices at Countrywide Financial to the disastrous excesses at Lehman Brothers, and from India’s corruption-marrred sale of wireless spectrum to the firestorm ignited by News Corp’s phone hacking. Despite these and other dirty deeds, I doubt that today’s tycoons are any less principled than their counterparts in earlier decades. The German word *raubritter*, or “robber baron,” dates back to the Middle Ages, and was first applied to grasping toll collectors along the Rhine River. In the nineteenth century, the term was revived as a fitting epithet for America’s buccaneering and occasionally rapacious industrialists.

If twenty-first-century leaders seem especially amoral, it’s because a globally matrixed economy magnifies the effects of executive malfeasance. Consider the sovereign debt crisis that engulfed Europe in 2011. In a world of nationally constrained institutions, the credit problems of a country like Greece would be a small-scale catastrophe. Not so in an interconnected world where avaricious strategies are quickly aped and imprudent risks spread like a virus. It was these dynamics that led French and German banks to dump more than $900 billion into the barely solvent economies of the “PIGS”—Portugal, Ireland, Greece, and Spain. Turns out American bankers aren’t the only ones who are susceptible to moral hazard. But it’s not just bankers we need to worry about. In a networked world, lax security standards can imperil the confidential information of a hundred million consumers or more. A failure
to exercise due diligence over a vendor can result in a worldwide food contamination scare. And a decision that puts quality at risk can provoke a global recall.

The critical point is this: because the decisions of global actors are uniquely consequential, their ethical standards must be uniquely exemplary. It’s easy to feel sorry for Mark Hurd, the former Hewlett-Packard CEO who was pushed from his perch over what seemed to be a relatively minor infraction of HP’s ethics rules. I don’t know whether justice was done in that particular case, but I do know it’s a good thing when influential leaders are held to high standards.

If the global economy amplifies the impact of ethical choices, so, too, does the Web. Word-of-mouse can quickly turn a local misdemeanor into a global cause célèbre. Nike, Apple, and Dell are just a few of the companies that have been castigated for turning a blind eye to the subpar employment practices of their Asian suppliers. There are no dark corners on the Web—miscreants will be outed.

The Web is also producing a new sort of global consciousness, a heightened sense of our interconnectedness. Increasingly we understand that we live on the same planet, breathe the same air, and share the same oceans. In civic and commercial life, we expect the same high standards of equity and fair play to apply everywhere, and are offended when they don’t. And thanks to the Web, that displeasure can quickly congeal into a global chorus of indignation. Around the world, ethical expectations, if not behaviors, are leveling up.

The intermeshing of big business and big government is another force bringing values to the fore. As citizens and consumers, we’re smart enough to know that when lobbyists and legislators sit down to a lavish meal, our interests won’t be on the menu. Instinctively, we know that democracy and the economy do better when power isn’t concentrated, but since it often is, we must do whatever we can to ensure that those occupying positions of trust are, in fact, trustworthy.

For all these reasons, we need a values revolution in business—and it can’t come soon enough. In a 2010 Gallup study, only 15% of respondents rated the ethical standards of executives as “high” or “very high.” (Nurses came in first at 81%, corporate lobbyists last at 7%).1
This lack of trust poses an existential threat to capitalism. Companies do not have inalienable rights granted to them by a Creator; their rights are socially constructed, and can be reconstructed any time society feels so inclined. (A fact made abundantly clear with the passage of the Sarbanes-Oxley Act of 2002 and the Dodd-Frank Act of 2010—two U.S. statutes designed to dramatically curtail corporate prerogatives.)

The good news is that the values revolution has already started. No one’s waiting for executives to have an epiphany. One telling statistic: Between 2005 and 2010, U.S. assets invested in “socially responsible” funds (as defined by the Social Investment Forum Foundation) grew by 34%, whereas total assets under management grew by only 3%. Today, of the more than $25 trillion under management in the United States, one dollar in eight is invested in socially oriented funds. And there are other harbingers. A decade ago, no car magazine would have noted a vehicle’s CO₂ emissions, but now most do—at least in Europe. A decade ago, “Fair Trade” wouldn’t have been a marketing pitch, now it is. A decade ago, few would have paid attention to executive pay, now millions do.

Given all that, the question for you and your organization is simple: Are you going to be a values leader or a values laggard? It’s easy to excoriate fraudster CEOs and greedy bankers, but what about you? (And what about me?) We can’t expect others to be good stewards if we’re not. Though some executives cast a bigger moral shadow than others, we must all shoulder the responsibility for protecting capitalism from ethical vandals.

From Adam Smith to Ayn Rand, the defenders of capitalism have argued that the common good is maximized when every individual is free to pursue his or her own self-interest. I believe this to be true, with one essential caveat. Like nuclear fission, self-interest works only as long as there’s a containment vessel—a set of ethical principles that ensures enlightened self-interest doesn’t melt down into unbridled selfishness. Unfortunately, the groundwater of business is now heavily contaminated with the runoff from morally blinkered egomania.

As parents, we expend enormous energy in socializing our children. While a rebellious teenage son might believe his interests are best served by dropping out of school and moving in with his girlfriend, his parents
Problem is, if you’re a manager or an executive, your stewardship obligations extend far beyond yourself and your family. Yet in recent years many business leaders have blithely dodged those responsibilities. That’s why executives languish near the bottom of the trust table.

So before you go any further in this book, ask yourself, am I really a steward?

1. What about **fealty**? Like the executor of an estate, do I see myself as a fiduciary?
2. What about **charity**? Like a self-sacrificing parent, am I willing to put the needs of others first?
3. What about **prudence**? Like a committed conservationist, do I feel responsible for protecting and improving the legacy I have inherited?
4. What about **accountability**? Like the captain of a vessel, do I understand I am responsible for my wake—for the distant ripples created by my decisions?
5. What about **equity**? Like a conscientious mediator, am I truly committed to finding the most equitable outcome for all?

If you’re struggling to think through what this means in practice, here’s something that might help. For years I taught a second-year MBA course at the London Business School. In the final session, I typically offered my students some parting advice.

When you take your first post-MBA job, I’d tell them, assume that the following things are true:

First, your widowed mother has invested her life’s savings in your company. She’s the only shareholder and that investment is her only asset. Obviously, you’ll do everything you can to make sure she has a secure and happy retirement. That’s why the idea of sacrificing the long-term for a quick payout will never occur to you.

Second, your boss is an older sibling. You’ll always be respectful, but you won’t hesitate to offer frank advice when you think it’s warranted—and you’ll never suck up.
Third, your employees are childhood chums. You’ll always give them the benefit of the doubt and will do whatever you can to smooth their path. When needed, though, you’ll remind them that friendship is a reciprocal responsibility. You’ll never treat them as human “resources.”

Fourth, your children are the company’s primary customers. You want to please and delight them. That means you’ll go to the mat with anyone who suggests you should deceive or take advantage of them. You’ll never exploit a customer.

Fifth, you’re independently wealthy. You work because you want to, not because you have to—so you will never sacrifice your integrity for a promotion or a glowing performance review. You’ll quit before you compromise.

These assumptions, if acted upon, will help nourish the seeds of stewardship in your business life and, by example, in the lives of others.

As we struggle with the uniquely complex challenges of the twenty-first century, it is good to remind ourselves that what matters most now is what’s always mattered: our bedrock values.
Showing Category: Campus News

Monday, April 2, 2012

Introducing AU Alert: An Emergency Notification System

Andrews University has partnered with Rave Mobile Safety, the leader in mobile safety, to offer an emergency alert notification system called AU Alert. AU Alert delivers reliable emergency text and email messages to students, staff and faculty any time an emergency notification is needed on campus.

AU Alert notices are intended only for situations involving imminent danger to health or human safety. These may include severe weather alerts, winter weather class cancellations, hostile threats, utility failure, major road closings or fire, among others.

Every Andrews’ student, staff and faculty has a self-service account in the University’s AU Alert system. You can configure your account to sign up for our AU Alert service. Then, when Andrews University issues an AU Alert notice, it will be sent to you via the phone (text) and/or email contact information you have provided.

While AU Alert is intended to enhance safety for the campus community, it does not represent a guarantee. Reliability depends on human factors such as accuracy and timeliness of information, and on technical factors such as cell phone network coverage, in-bound traffic on telephone landlines, and availability of power to the University server and your computer. Students, faculty and staff are encouraged to take advantage of the AU Alert service as a prudent measure while continuing to exercise normal attention to personal and community safety.

AU Alert sends notices at no charge; however, your provider’s standard charges will apply for carrying text messages sent by AU Alert. AU Alert is supported on all U.S. mobile carriers. If you switch carriers, you will need to login to reconfigure your personal settings.

Sign up for AU Alert

Your Andrews University email user account name and password will be required to sign up.

To sign up for AU Alert:

1. Login to AU Alert with your Andrews user name and password.
2. Confirm or edit your name, email, cell phone and/or land line phone.
   1. You can add additional phone numbers and email accounts.

Once you submit your information, allow up to 24 hours for it to be entered in the AU Alert database. Normally, entry is done once per day. Alerts will not be sent to you until your information has been entered in the AU Alert database.
Friday, April 6, 2012

WNIT: Experience Michiana: Andrews University Easter Passion Play
Click to watch.

Category: Andrews in the News

Thursday, March 29, 2012

WSJM: Andrews University to hold free electronics recycling event
Andrews University will host a free electronics recycling event on Wednesday, Apr. 11 from 3–7 p.m.
Read the full story here.

Category: Andrews in the News

Herald Palladium: Flavors from across the world
Celebrate the culinary diversity of our area this Sunday at Andrews University’s 48th Annual International Food Fair, where more than 20 international clubs at Andrews will create food representing their home nations.
Read the full story here.

Category: Andrews in the News

Friday, March 23, 2012

WSJM: Andrews University food fair on April 1
Andrews University will host an International Food Fair on April 1, 2012. Enjoy a sample of foods from around the world! Read the full story here.

Category: Andrews in the News

Tuesday, March 13, 2012

South Bend Tribune: Men’s college basketball: Andrews clinches title
Andrews University successfully defended its USCAA Men’s Division II Basketball National Championship by beating Berkeley College, 72-58, late Saturday in Uniontown, Pa. Read full story.

Category: Andrews in the News
Passing of Paul Burdick, Father of Gary Burdick

Paul Burdick, father of Gary Burdick (professor of physics and associate dean of research), passed away on Monday, March 5, 2012, at home in Ooltewah, Tenn., after a prolonged illness at the age of 80.

From 1962 to 1972, he lived in Berrien Springs where he and his wife Bille shared a home on Willo Drive and were active members of Pioneer Memorial Church where he served as deacon.

He is survived by his wife Bille (Ooltewah, Tenn.), his two sons Gary (Berrien Springs, Mich.) and Richard (Montrose, Colo.), his two brothers Al (Lincoln, Neb.) and John (Falls Church, Va.), seven grandchildren, and two great-grandchildren.

Service Information
A memorial service will be held at the Collegedale Church on Sabbath, March 31, 2012, at 3:30 p.m., preceded by visitation at 2:30 p.m.

Memorial Service for Elly Economou

Elly Helen Economou, 83, died Thursday, Feb. 9, at Lakeland Regional Medical Center in St. Joseph, Mich. A private burial service was held on Thursday, Feb. 16, at Rose Hill Cemetery in Berrien Springs, Mich. A memorial service in celebration of her life is scheduled for Saturday, March 24, at 4 p.m. in Pioneer Memorial Church on the campus of Andrews University. Live video streaming of the service will be available for those unable to attend.

In lieu of flowers, contributions may be made to:
Andrews University
Elly Economou Endowed Scholarship Fund
Office of Development
8903 U.S. 31, Berrien Springs MI 49104-0660

Live Video Streaming - available Saturday, March 24, at 4pm EST.
Showing Category: Community Announcements

Monday, April 9, 2012

Sacred Concert
Sabbath, April 14
5 p.m., Fil-Am SDA Church, 8454 Kephart Lane, Berrien Springs, Mich.
Sacred Concert for the purpose of Mission Trip Fundraiser
Entrance: FREE
Donations will go for the Revive Mission Trip (Bible Work/Evangelistic Campaign) in the Island of Kauai.
Join us for an hour of music, worship and testimonies.
Contact: Dojcin Zivadinovic
ReviveVespersAU@gmail.com 2695192774
Category: Community Announcements

Wednesday, April 4, 2012

Celebrating Life in Recovery
Cheri Peters had plenty to recover from: the rejection of a mother who tried to abort her, sexual abuse from relatives who used her, the shame of being illiterate and living homeless on the streets of LA, a miscarriage at the age of 12, dancing in strip clubs from age 13, and even being kidnapped by a major motorcycle gang.
Cheri is now celebrating her Life in Recovery and has dedicated her life to help others find meaning and purpose in their lives.
Hear Cheri’s testimony and the encouragement she can offer at the following times:
- Friday, Apr. 13 at 7 p.m. on the campus of IUSB
- Saturday, Apr. 14 at 9:30 a.m., 11 a.m. and 3 p.m. at the South Bend First Seventh-day Adventist Church on 1936 E. Altgeld St. South Bend, IN 46614
Call 574-234-3044 for additional information.
Contact:  firstsda@sbcglobal.net
Category: Community Announcements

Tuesday, April 3, 2012

TubaCOR Concert
Friday, Apr. 13
7:30 p.m., The Heritage Museum and Cultural Center
The ladies of TubaCOR will perform on April 13 at 7:30 p.m. at the Heritage Museum and Cultural Center (601 Main Street, St. Joseph). Comprised of Lin Fouk (frenchhorn) and Deanna Swoboda (tuba), both faculty at Western Michigan University, this unique pair make up the only French horn and tuba duo around. Accompanied by pianist Helen Lukun, the ensemble will perform works mainly by women composers, including Elizabeth Raum, Louise Farrenc, and Barbara York. Spanning Baroque to contemporary solo and chamber music, their program incorporates pieces borrowed from other instruments and arranged for the ensemble, as well as selections originally written for tube, horn, and piano.
Tickets will be $20 for adults and $5 for students. For more information, contact the Southwest Michigan Symphony Orchestra at info@smso.org or at 269-982-4030.
Contact:  Mayatu Peabody  mayatu@smso.org
Category: Community Announcements
Monday, April 2, 2012

Michiana Adventist Forum Meeting

Saturday, Apr. 14
3:30 p.m., Chan Shun Hall

There will be a Michiana Adventist Forum Meeting on Saturday, Apr. 14 at 3:30 p.m. in Chan Shun Hall. “Reinventing the Church for the 21st Century” will be presented by Dr. Gary Hamel.

Dr. Hamel is the Professor of Strategic and International Management at The London Business School. A graduate of Andrews University and the University of Michigan, Dr. Hamel has written for the Wall Street Journal on “Organized Religion’s ‘Management Problem’” and has been a speaker at Willow Creek Community Church’s Leadership Summit. His latest book, What Matters Now, deals with values and capturing the moral high ground in business.

Contact: Debi Robertson  debirob@earthlink.net

Category: Community Announcements

Monday, March 26, 2012

Reserve Your Summer Garden Plots

Andrews Faculty/Staff
Thursday, April 26
2-5 p.m., Smith Hall, Room 114
or
Friday, April 27
11 a.m.-Noon, Smith Hall, Room 114

Students/Community
Sunday, April 29
8-10 a.m., Smith Hall, Room 114
or
Monday, April 30-Wednesday, May 2
9 a.m.-noon, Smith Hall, Room 114

The Department of Agriculture is offering tilled and fertilized garden plots for summer rental. Plots are located behind the Maplewood Apartments. Each 30x30 ft plot costs $30 for faculty/staff and community members, with a $10 discount for Andrews University students who present a valid ID card. Limit 2 plots/family. No additional reservations for friends and family will be allowed.
Tuesday, March 20, 2012

Berrien Springs Camera Club: Flowers & Fences

Wednesday, Apr. 4
7 p.m., Berrien Springs Public Library

The Berrien Springs Camera Club will meet on Wednesday, Apr. 4, at 7 p.m. at its usual venue, the Berrien Springs Public Library at Cass (Old 31) and Union. This month’s program consists of a competition of prints and digital images submitted by members. The selected topics for the month include: 1) Flower Close-ups and 2) Fences. Three additional categories are appropriate for all of our competitions: 1) Nature (nothing domesticated, nothing of a human origin), 2) Portraits, and 3) Open (any other subject).

With this year’s early spring weather, flowers are bursting out all over. With a macro lens, a telephoto lens, an extension tube, or even with screw-on close-up attachments, photographers can enjoy the challenge of capturing the details of a beautiful flower. And much artistry and character can be found in some fences, especially around rural southwestern Michigan. This is the chance to share those early spring joys with friends and fellow enthusiasts.

Prints, at least 5” x 7” in size, should be mounted, with the title and photographer’s name on the back. Instructions for submitting images in digital form are available on the club’s Website. All are welcome, either to observe or to join. Anyone who wishes to join may submit photos to the competition, up to 10 projected images and/or 10 prints. Refreshments will be served.

Contact: Madeline Johnston
ohnston@andrews.edu

Category: Community Announcements

Sunday, March 18, 2012

Agenda :: Andrews University
http://www.andrews.edu/agenda/category/Community+Announcements
Andrews Academy: The Seven Last Words of Christ

Friday, Apr. 6
7 p.m., HPAC

Andrews Academy presents "The Seven Last Words of Christ" by Theodore Dubois on Friday, Apr. 6 at 7 p.m. in the Howard Performing Arts Center. The AA Music Department will feature the academy chorale, soloists, concert orchestra and school drama club. This artistic commemoration of Christ's redemptive sacrifice culminates the Academy's week-long celebration of Christ's passion. The community is invited to enjoy this unique interpretation of Theodore Dubois' "The Seven Last Words of Christ." It will inspire listeners to contemplate the Cross and the salvation it promises.

Contact: Hector Flores  floresh@andrews.edu  Category: Community Announcements

Tuesday, March 6, 2012

Kindergarten Countdown at Ruth Murdoch Elementary School

Gym Night
March 13, 6-7 p.m.
Activities for next year’s Kindergartners in the gym with Coach Lonto!
Gym Night is a hit with parents and students, so don’t miss it!

Parent Night
April 17, 7-8 p.m.
Parents who are considering RMES for their Kindergartener next year won’t want to miss this one! Mrs. Curnutt will explain details about attending RMES and Kindergarten readiness, followed by refreshments. Child care is provided.

School Day
April 26, 9 a.m.-Noon
Just like the real thing! Next year's students will spend a morning in the Kindergarten classroom. They won’t want to miss it!

Registration Picnic
May 17, 5:30 p.m.
Food, friends, model rockets, CO2 cars, art displays, scavenger hunt, sno-cones, and much more! We can’t wait to see you there!

Register for Kindergarten Countdown by calling 269-471-3220 or visiting www.myrmes.org.
Wednesday, February 29, 2012

Free Income Tax Preparation

Who is Eligible for EITC?
- Single individual with gross income (AGI) less than $35,550
- Two or three qualifying children
- Head of household with gross income (AGI) less than $43,650
- Two or three qualifying children
- Married filing jointly with gross income (AGI) less than $55,215
- Two or three qualifying children
- Married filing separately with gross income (AGI) less than $27,605
- One qualifying child

What to Bring:
- An earned income tax credit (EITC) refund is estimated to be $1,000.
- Proof of identification
- Social Security Card
- Individual tax identification number (ITIN)
- Proof of foreign status, if applying for an EITC
- Birth certificate
- Wage and earning statement (W-2)
- Interest and dividend statements from banks
- Last year’s federal and state returns if available
- Bank account numbers and account numbers for direct deposit
- Total daycare provider fees and the daycare provider’s tax identification number

Monday, February 27, 2012

CHIP Express
March 27 - April 24
Every Tuesday & Thursday evening 6:30-8:30 p.m.
Village Church Family Center
635 St. Joseph Ave
Berrien Springs

Information Session
March 18 at 3 p.m.
Village Church Fireside Room

A shorter program with the same success rate!

Fee Schedule
New participant $200
New couple $250
Alumni $50

You MUST register or you will MISS the first lab draw
Register either at the Information Session or call 471-7795

The first lab draw (HeartScreen) is Sunday, March 25 from 8-10 a.m.
University Medical Specialties
9045 US 31, Berrien Springs
Monday, January 30, 2012

Sign-up for the 2012 China Tour

There will be a China Tour during the summer from May 7 to May 24, 2012. The tour includes visiting Beijing, Xian, Tibet, Kunming, Guilin, Hangzhou, Huangshan and Shanghai. Contact Xiaoming Xu at xu.5253@hotmail.com or 269-471-3858 for more information.

Contact: Xiaoming Xu  xu@andrews.edu  Category: Community Announcements

Friday, January 6, 2012

Free Counseling Services

The Andrews Community Counseling Center (ACCC) has openings for a number of new clients. Graduate interns and practicum students provide FREE services and have training in counseling adults, adolescents and children.

Each counselor is supervised by a licensed, doctoral-level psychologist.

Types of referral issues accepted include (among others):

- academic problems
- behavioral problems
- social skills problems
- bullying problems (victims and perpetrators)
- depression
- anxiety
- parent-child conflict
- many others

Counselors work with children, teens, or adults; with individuals, couples or families. We even have a play therapy room to accommodate young clients. Therapy sessions are completely confidential.

To make an appointment or if you have any questions, please contact the ACCC at 269-471-6238. If the ACCC is closed, please leave a message (which is kept confidential) and someone will return your call as soon as possible.

Contact: Andrews Community Counseling Center  269-471-6238  Category: Campus Announcements » Community Announcements

Wednesday, December 14, 2011

Summer 2012 Great Controversy Tour

There will be a Summer Great Controversy Tour from June 22–July 5, 2012. Retrace the Adventist heritage in Europe from its roots in early Christianity, through the Dark Ages to the Reformation. For more information, contact GC Tours at 269-471-5172 or gctours@mac.com.
SUMMER 2012
GREAT CONTROVERSY TOUR

RETRACE THE ADVENTIST HERITAGE IN EUROPE FROM ITS ROOTS IN EARLY CHRISTIANITY, THROUGH THE DARK AGES, TO THE REFORMATION

Tour Summary

Tour Length: 14 days
Tour Dates: June 22 - July 6, 2012
Objective: To see prophecies of Daniel and Revelation come alive!
Tour Hosts: Dr. K. Gerard Damsteegt, Specialist in Adventist Studies and Church History, tour guide;
Laurel Damsteegt, tour coordinator
Price: $3995
Single room Surcharge: $660
Costs Included:
- Hotel (double occupancy)
- Two vegetarian meals per day
- Entrance fees to museums and sites
- Air-conditioned deluxe coach
- Great Controversy Revival study guide

For More Information: Contact GC Tours, 309-477-8172, gcctours@andrews.edu

Attachments

2012gct.pdf

Contact: Gerard Damsteegt
damsteeg@andrews.edu

Category: Community Announcements
Showing Category: Classifieds
Showing Type: Property for Sale

Wednesday, March 28, 2012

House for Sale
A lovely Ranch-style home is available for sale at $219,900 on 11293 Bridlewood Trail in Berrien Springs, MI. It is approximately 0.7 acres, and was built in 1999. Positioned about 5 miles from Andrews University in a quiet neighborhood with great neighbors. The corner lot is lined with large Arborvitae trees on one side and has a fully fenced (vinyl fencing) large back and side yard with low maintenance.

Features:
- Main level has approximate 1400 square feet of living space
- 4 bedrooms (3 on main level and 1 in basement)
- 3.5 bathrooms (2.5 on main level and 1 in basement)
- Pergo Hardwood floor throughout the main floor, except in bedrooms
- New carpet in bedrooms
- Open floor plan
- Gas fireplace
- Open kitchen with custom built island
- Separate laundry room on main level
- Sliding glass door leading to backyard
- Wood fencing provides semi-privacy of back porch area
- Good size master bedroom with double sinks, dual sliding door shower, and decent closet space with shelving
- Front entrance has tile floor with adjacent closet
- Storage shed in back yard

Contact Deb at 269-876-0974 to view the house.

Contact: John Chen  chenj@andrews.edu

Wednesday, March 21, 2012
Showing Category: Classifieds

Showing Type: Property for Rent

Tuesday, April 10, 2012

Rooms Available (Summer and School Year 2012-2013)

NOW TAKING APPLICATIONS IN ADVANCE

Included: Heat, Electricity and Internet  
Access: Living Room, Kitchen, Dining Room and Yard (BBQ)  
Privileges: Storage, Laundry, Cable  
Location: East Hillcrest Drive (behind Andrews University)

Prices: Starting at $295. Various arrangements and sizes.

Call Now For Interview and Tour: 978-353-9309

Send Email Today: berrienrentals@giffyshop.com  
Request a Rental Packet.

Note: We are looking for matured individuals of all ages who are responsible, respectful and would like to live in a safe, clean and peaceful community.

Contact: Berrien Room Rentals  
berrienrentals@giffyshop.com  978-353-9309

Category: Classifieds » Property for Rent

Friday, April 6, 2012

House for Rent

House for rent: 3 bedrooms, 2 bathrooms, living room, large family room, 2 car garage. Appliances included.

Walking distance from Andrews University. Quiet neighborhood.

Available immediately. One year lease. Security deposit and references required.
Monthly rent $900. Utilities not included.

For more information call 269-409-3766.

---

**Need Faculty/Staff to Rent**

I am looking to rent a room/apartment from a faculty/staff for the for the fall 2012 semester. Please contact me via email or phone if you are staff or know of staff that are looking for tenants. References available upon request. Thank You

**Contact:** Mark shephermd@andrews.edu 3472248359

---

**Need faculty/staff to rent from**

I am seeking a place to rent from either faculty/staff for Fall semester 2012 only. Must be within walking distance. If you know some please let me know ASAP! Please call or email me. Thank you

**Contact:** Lerato moepeng@andrews.edu 269457529

---

**Maplewood One Bedroom Apartment Available now!**

Clean, in-campus one bedroom apartment available for rent in Maplewood. The rent is $570/month and this includes all utilities with internet, phone, heat and a big AC unit as well. Laundry is available in the building. Very convenient as this apartment is in-campus and just walking distance to the different buildings of Andrews. The deposit is $200 plus $100 for the internet modem. Ready to move in!

For more information please contact: Daniel at:(323)327-6309 or 323-823-5867 or email me at: daniel791@gmail.com or ilarrotta@gmail.com

**Contact:** Daniel Verduzco daniel791@gmail.com 323-327-6309
Tuesday, April 3, 2012

Need Faculty/Staff to Rent from
I am looking to rent a room/apartment from a faculty/staff for the fall 2012 semester. Please contact me via email or phone if you are staff or know of staff that are looking for tenants. References available upon request.

Contact: Mark shepherm@andrews.edu 3472248359  
Category: Classifieds » Property for Rent

Looking for Summer Rental
Responsible AU student looking for a room/small apartment to rent over the months of June - August. I'll just be coming back from being a student missionary, so I don't have time to look around the area. $400 a month is the most I can manage. I'm very trustworthy and I can come up with a list of references if you want. I just need a place to stay while I work at Andrews for the summer.

Contact: Christina D christygirl1990@yahoo.com 607-765-9603  
Category: Classifieds » Property for Rent

Monday, April 2, 2012

Apartment for Rent
There is a furnished apartment available for rent at $550, with at $500 deposit. It is an upper level, one-bedroom apartment with a kitchen, dinette, bath with washer/dryer and a living room. Gas, heat and electric utilities are included, but phone, Internet and Dish are not. Pets are not allowed. It is located on M 140, Berrien Center. Please contact Larry or Patricia Overton at 269-461-6488.

Contact: Patricia Overton poverton@sbcglobal.net  
Category: Classifieds » Property for Rent

Sunday, April 1, 2012

June Sublease - Furnished One Bedroom Apartment

$500./ 1br - Furnished One Bedroom June Sublease (Berrien Center)
A nice and cozy fully furnished one bedroom basement apartment is available for sublease for the month of June.

It is located in a quiet and safe country-side neighborhood in Berrien Center, 6.5 miles from Andrews University (15 minutes by car - a relaxed drive). Lots of privacy!

The apartment has:
- a cozy living room (you are welcome to use the TV and DVD player, but no cable at the moment)
- a study area with a large desk and two bookshelves (I can store my books and make space for you to use it fully)
- a small dining room with a table and 2-4 chairs available
- bathroom (no tub)
- a small kitchen where there are also a washer and dryer (electric stove and electric oven - work just great for cooking)
- bedroom (bed, dresser, and closet; I will store my stuff so you can use them fully)
- extra storage place
- a nice and very peaceful yard with a bench-swing and a patio set
- parking in the driveway.
Showing Category: Classifieds
Showing Type: Lost and Found

Sorry...no results found.
Car for Sale
Toyota Corolla, 1995, in very good shape, many parts were replaced recently, all repair and oil changes records available, need to sell quickly since we got other car. Feel free to contact me any time, either email or telephone and I will get back to you very soon.

Contact: Slavisa Jankovic  slavisaju@yahoo.com  2694716929

Mountain Hardwear Kepler Jacket
I have a brand new Mountain Hardwear Kepler Jacket. It’s a $350 jacket, but I’m letting it go for $160 for someone here on campus. I bought it direct from Mountain Hardwear. It’s color black and a size medium. I just tried it on once, but discovered that I’m a large instead of a medium. It’s a great winter shell over a mid-layer or a great light jacket or rain jacket for the spring/summer/fall. You can email me at the email below or text me at 269-697-3762.

You can also see the jacket on the Mountain Hardwear website here.

Contact: Rodlie Ortiz  rodlie@andrews.edu  269-697-3762
Ninja Professional 1000 Watt Blender For Sale
I have a Ninja 1000 Watt Professional Blender for sale for $60. It's worked great, but I'm upgrading to a Blendtec blender that can handle some fancier stuff, so I have no need for this one. It's been used very gently and is in excellent condition. Feel free to call or text me at 269-697-3762.

Contact: Rodlie Ortiz
rodlie@andrews.edu
269-697-3762

Category: Classifieds » Misc for Sale

Wednesday, April 4, 2012

2 GB Laptop Ram
I have two, 2GB DDR2 laptop ram chips for sale. These can be uses in any laptop that uses DDR2 ram. $20 each, or both for $35.

The model # is 2GB 2Rx8 PC2-6400S-666-12. Again, these are compatible with any laptop using DDR2 ram.
White Masquerade Mask
Purchased this beautiful mask similar to the one worn by Hilary Duff in a Cinderella story. Brand new. Never used/worn. Cost $40 to $50 dollars.
Please contact me if interested at y07editor@yahoo.com or 269-369-2763.

Maxine Umana

Recliner for Sale
A recliner is available for sale at $45, or best offer. It is in excellent condition and the back comes off for easy moving. Please contact donnah@andrews.edu for more information.
Showing Category: Classifieds
Showing Type: Employment Opportunities

Monday, April 9, 2012

Caregiver Needed
A caregiver is needed for a female stroke victim. An experienced woman with excellent English speaking skills is preferred. Must be able to work 3-4 days per week (no weekends). For more information, contact Susan Manke at suzisclozet@yahoo.com.

Contact: Susan Manke  asuzisclozet@yahoo.com  Category: Classifieds » Employment Opportunities

Monday, April 2, 2012

Caregiver Wanted
Caregiver Wanted - Looking for a live-in caregiver to care for developmentally disabled individuals for an Adult Residential Facility located in Benton Harbor, MI. Applicants must pass criminal background check, TB Testing, and Health Screening and possess a valid driver’s license, social security card and be able to communicate in English. Duties include but are not limited to: cooking, cleaning, laundry, medication management, and other duties as assigned. Please send resumes and references for consideration. Please call during regular business hours, Monday-Friday from 9am to 5pm

Ph. 269-926-4059.

Zip: 49022

Category: Classifieds » Employment Opportunities

Friday, March 30, 2012

School Principal Needed
A Seventh-day Adventist school in Alexandria, Louisiana is looking for a principal for grades 1-4. Looking for an Elementary teacher who is certified with a concentration in Early Childhood Education. The school would eventually like to add an early learning center.

If you are interested please contact Pastor J.E. McCottry at 786-417-1895 or 318-769-1072 or jemccsr@bellsouth.net.

Contact: Vivine Chatman  avivine@andrews.edu  Category: Classifieds » Employment Opportunities

Extra Income Opportunity
Grab the opportunity of earning $400 or more a month, while working a few hours a week! Be your own boss, choose your own hours. Five vending machines are for sale, consisting of 3 chip machines, one 24-oz pop machine satellite to the HR32 chip machine, and one 12-oz can pop machine. Established route for four...
Showing Category: Classifieds
Showing Type: Personal Services

Wednesday, April 4, 2012

Tutoring and babysitting
Contact: andrew_kans@hotmail.com  269-471-6908

Nielsen Editing Service Open this Summer
Nielsen Editing Service will remain open this summer. We specialize in thesis, book, or journal copy-editing including citation and grammar checks. Rates are $10.00 an hour. Please contact Johanna Nielsen for details at johanna7222@gmail.com or 253.670.3630. Policy and Rate sheet attached below.

Attachments
johannas_rate_sheet.doc

Wednesday, March 14, 2012

GRADUATION TICKETS NEEDED!!!
My husband is graduating very soon and we have a lot of family coming. We need about 10 tickets total. We are willing to pay a reasonable price for tickets. Please let us know if you have any unwanted tickets to give away or sell. Thank you!

Contact: Jennifer Kirk jsoto@andrews.edu 407-227-77678

Tuesday, March 13, 2012

True Color Special
True Color Hair Studio is running a special during the month of March. The special includes a haircut and highlight for $50.

Contact: True Color Hair Studio  269-473-3211

Sunday, August 29, 2010

University Barber Shop
Need a Haircut? Only $12 Visa/Mastercard accepted

University Barber Shop - Owner Dave Oakley
Call: 269-473-1721